

*Director's proposed
changes*

DRAFT

MEMORANDUM FOR DIRECTOR, NATIONAL ESTIMATES

SUBJECT: Production of Military Estimates

As we all know, NIE's 11-8-70 and 11-3-71 have been well received by consumers at the highest levels of the government, and I am glad that our military estimates now appear to be on the right track. No doubt they can be further improved as we become more accustomed to the new and extended format, and as we receive suggestions and recommendations from our readers.

Production of these estimates was inordinately delayed, owing in part to the much greater length and detail in which the material was set forth. But there appear also to have been problems arising out of the procedures, admittedly experimental, which I outlined to you last year for producing these papers. I want therefore to modify and clarify my earlier memorandum so as to insure that the estimates are produced more expeditiously, ~~and with less expenditure of time by analysts.~~

Clearly it will continue to be essential that parts of the papers -- especially the sections setting forth detailed technical analysis and evidence -- be initially drafted by people from those offices in the Agency and elsewhere in the Community which have daily responsibility for analyzing developments in these fields. Within the Agency, the device of a task force for this purpose has proved useful. In future, these task forces should include members of the ONE Staff to insure closer collaboration and greater efficiency.

The Board of National Estimates, and specifically the Board member designated as Chairman of the paper, remain responsible for the content and structure of the estimate as a whole. The first stage in production ought therefore to be meetings between the Board, the Agency task force, and Community representatives to discuss and agree on the main issues to be addressed, the scope of their treatment, and a working outline in as much detail as may be feasible. The Board Chairman should then assign initial drafting responsibility for various sections to the Agency task force, other participating agencies, and the ONE Staff as may seem to him appropriate.

Insert

Each of the participating agencies will be encouraged to make contributions to the thought and analysis of the central issues of the estimate and to the exposition of significant differences in interpretation. The substantive USIB committees may be used for this purpose.

Within the Agency, ~~an interdirectorate~~ task force will be established with membership from the substantive offices of the DDI and the DDS&T as well as the Staff of ONE. This task force will be headed by a senior substantive analyst and be directly responsible to the BNE Chairman of the estimate. The task force will be responsible for producing a coherent, integrated, and balanced working draft which incorporates the divergent views of the contributing agencies. This draft will be reviewed by the BNE and the directors of the appropriate substantive offices of the DDI and DDS&T before being disseminated to the other agencies. After the BNE coordinates the draft with the other agencies, it will be sent to the DDI and the DDS&T for review before being submitted to USIB.

*reviewed
L.N.*

Insert

~~Once the initial drafts have come in there will generally be more or less redrafting and revision necessary to produce a coherent and structured paper. This stage of the process should be carried out under the close supervision of the Board Chairman, and I think it desirable that the ONE Staff do as much as possible of the actual rewriting to achieve a well integrated working draft. During this phase close consultation with the Agency task force will continue. When a draft satisfactory to the Board has been produced, coordination with representatives of participating agencies will proceed as before.~~

Obviously we must produce these estimates on the schedule to which we commit ourselves and on which consumers rely. I wish therefore that all concerned should give to their preparation the highest priority, subject only to clearly overriding demands of work on other projects of great urgency.

*Proctor's final
proposed changes.
Accepted.*

Changes to page 2 of DCI/ONE memo:

Top of page should read:

for the content and structure of the estimate as a whole. An Agency task force, headed by a senior substantive analyst from the DDI or DDS&T and with membership from the substantive offices of the DDI and DDS&T and the ONE Staff, will support the BNE Chairman and be directly responsible to him. Members of the task force will also be responsible for keeping the DDI and DDS&T informed of the progress of the estimate and any potentially significant problems.

Change first sentence of paragraph beginning at bottom of page 2 to read:

Working in close consultation with the Board Chairman, the head of the task ^{force} will direct the preparation of an initial draft.

The Board of National Estimates, and specifically the Board member designated as Chairman of the paper, remain responsible for the content and structure of the estimate as a whole. An Agency task force, headed by a senior substantive analyst and with membership from the substantive offices of the DDI and DDS&T and the ONE Staff, will support the BNE Chairman and be directly responsible to him.

The first stage in production of the estimate will be meetings ~~among~~ between the BNE, the Agency task force, and Community representatives to discuss and agree on the main issues to be addressed, the scope of their treatment, and a working outline in as much detail as may be feasible. The BNE Chairman will then task the various participants *in the form of contributions, draft sections of text of our own, statements of potentially divergent positions* for inputs with a view to insuring that the special competence of each is utilized as efficiently as possible.

The task force will ~~be responsible for~~ ^{be} preparing an initial *(working in close consultation with the Board Chairman)* draft. Inputs from the participating USIB agencies and committees should be used, when feasible, as the basis for sections of this draft which should also incorporate their divergent views on major

issues. The initial draft will be reviewed and revised by BNE to insure that a coherent, integrated and balanced working draft is sent to USIB agencies for coordination in the customary manner.